



Kathy Thomas
Director

Mission Statement

The County of San Bernardino Redevelopment Agency serves as a catalyst to revitalize communities within established redevelopment project areas by: improving infrastructure, retaining and expanding opportunities for existing businesses, attracting new businesses and private investment, creating new jobs and affordable housing and improving the living conditions of residents. Through coordinated efforts with County departments and other jurisdictions, CoRDA implements strategic programs and projects that advance economic opportunities and foster a sense of community pride.



GOALS

**DEVELOP AND
IMPLEMENT HOUSING
PROGRAMS**

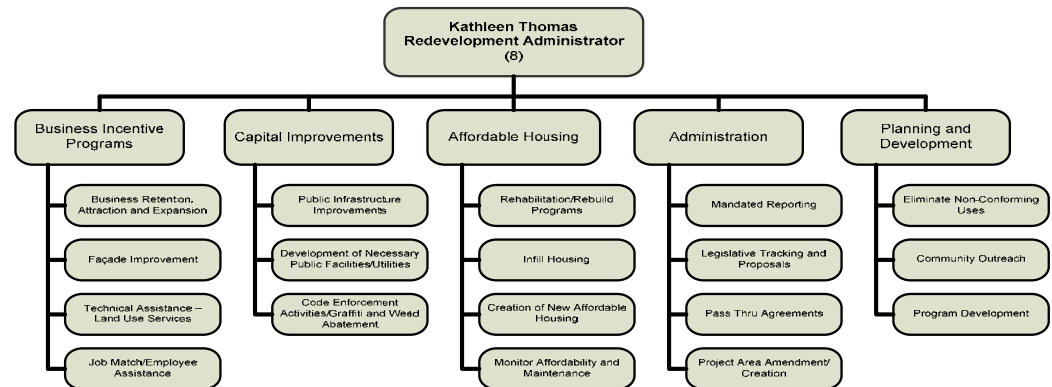
**ASSIST IN THE
DEVELOPMENT OF
CAPITAL
IMPROVEMENTS**

**DEVELOP BUSINESS
INCENTIVE PROGRAMS**

**FACILITATE HIGHER
AND BETTER
UTILIZATION OF LAND IN
PROJECT AREAS**

REDEVELOPMENT AGENCY

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

In 1980, the County established a Redevelopment Agency (Agency) under California Redevelopment Law as a tool to: 1) alleviate conditions of blight in identified communities throughout the county, 2) address the growing needs and services to its residents, and 3) ensure that the county's economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing.

In 1993, two joint powers authorities were created: the **Victor Valley Economic Development Authority** (VVEDA) and the **Inland Valley Development Authority** (IVDA). These project areas were established to support economic development in and around the former military installations George and Norton Air Force Bases, respectively. The County of San Bernardino shares oversight of VVEDA with four other jurisdictions, including: the cities of Victorville, Hesperia and Adelanto and the Town of Apple Valley. Approximately 22,400 acres of the 90,000-acre project area is unincorporated. Six jurisdictions participate in economic development activities of the IVDA area, including the cities of San Bernardino, Colton, Redlands, Highland, Loma Linda and the County of San Bernardino. Approximately 2,200 acres of the 18,413-acre project area is unincorporated.

In 1995, the former Kaiser Steel Mill site and other blighted industrial properties in its vicinity were formed to create the San Sevine Redevelopment Project, currently known as the **Speedway Redevelopment Project Area** (Speedway).

In 2003, the county approved the **Mission Boulevard Joint Redevelopment Project Area** (Mission Boulevard) with the City of Montclair. Mission Boulevard totals approximately 404 acres and is administered by the City of Montclair.

In 2004, the **Cedar Glen Disaster Recovery Project Area** (Cedar Glen), consisting of 837 acres, was adopted to assist with the rebuilding of the community that was destroyed by the 2003 Old Fire.

The Redevelopment Agency encourages private sector investment in support of development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, and promoting rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the Agency is a separate legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the Agency.

The Agency currently has eight positions to manage redevelopment activities, including project and program management as well as administrative functions. Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the Agency's official records.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Redevelopment				
Speedway Project Area	67,541,134	13,632,335	53,908,799	8
Cedar Glen Project Area	10,997,061	655,878	10,341,183	-
VVEDA Project Area	4,714,622	933,100	3,781,522	-
Mission Boulevard Joint Project Area	174,480	34,700	139,780	-
Total Other Agencies	83,427,297	15,256,013	68,171,284	8

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS AND PROJECTS TO MEET SUCH NEEDS AND TO INCREASE, IMPROVE AND PRESERVE THE REDEVELOPMENT PROJECT AREAS' AFFORDABLE HOUSING STOCK.

Objective A: Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.

Objective B: Continue to implement the Home Rehabilitation and Land Use Grant Program in Cedar Glen to assist with the rebuilding effort.

Objective C: Purchase land as sites for affordable housing development.

Objective D: Partner with housing developers to construct affordable housing, which includes the construction of new homes and/or apartments to increase the supply of new housing for very-low, low and moderate-income families.

Objective E: Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low and moderate-income families.

Objective F: Leverage other funds, such as Community Development Block Grant (CDBG) and HOME, to facilitate a large-scale affordable housing project in a redevelopment project area.

Objective G: Assist in future updates of the Housing Element of the General Plan, and other housing related planning programs as it pertains to special needs (i.e., Mental Health clients and the homeless), as necessary.

Objective H: Provide financial and technical assistance to redevelop foreclosed and abandoned homes in and around redevelopment project areas.

2008-09 ACCOMPLISHMENTS

- ❖ Finalized the Community Vision and Strategic Plan process for the Speedway Project Area
- ❖ Acquired 15 additional properties as part of the Voluntary Sales Program in Speedway Project Area
- ❖ Completed the San Seavine Flood Control Channel providing needed drainage improvements
- ❖ Continued sponsoring the clean up of on- and off-ramps through Caltrans Adopt-A-Ramp program in the Speedway Project Area
- ❖ Continued participation with the coordinated marketing program for VVEDA
- ❖ Completed a strategic plan for public improvements in the VVEDA area
- ❖ Programmed the use of \$4.9 million of improvements for the Cedar Glen Project Area
- ❖ Revised the housing loans and grants in Cedar Glen Project Area
- ❖ Continued coordination with the City of Montclair for development of housing programs for the Mission Boulevard Project Area
- ❖ Continued partnerships with the Departments of Behavioral Health and Community Development and Housing

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Number of applicants assisted in the Home Rehabilitation Program (HRP) in the Speedway, VVEDA, Mission Boulevard and IVDA Project Areas.	N/A	N/A	15	3	10
1B. Number of applicants assisted in the Cedar Glen Housing Programs (Home Rehabilitation Loan and Grant Program and Land Use Services Program).	31	5	8	4	8
1H. Number of applicants assisted through the NSP Foreclosed and Abandoned homebuyer and/or rehabilitation programs (use of RDA funds not NSP funds).	N/A	N/A	15	3	10

Status

The above objectives are designed to improve the county's affordable housing stock within redevelopment project areas. The Agency has drafted two new programs in place of the Home Rehabilitation Program: The Infill Housing Program (IHP) and the Noise Attenuation Program (NAP). The IHP aims to develop small infill parcels within our more urbanized project areas such as the Mission Boulevard and Speedway Project Areas.

The Agency has surveyed the Speedway, Mission Boulevard, IVDA and VVEDA project areas for available properties suitable for infill housing. Staff is currently assessing specific sites within the Housing Target Areas (HTA) in each project area to determine where infill housing is best suited (e.g., land use compatibility, parcel size, availability of utilities, etc.). The Agency has not been successful in acquiring properties as the properties have been listed higher than fair market value. While Mission Boulevard may be appropriate for the IHP, the Agency does not have sufficient funds to acquire property. Staff continues to work with developers interested in the IHP with site selection. Over the coming year the Agency will hire an affordable housing consultant to review the affordable housing needs of each of the project areas, and to develop housing programs specifically tailored for the needs of each project area. The Agency is currently preparing a Request for Proposals that will be issued in early 2010.

Due to extensive time delays of the Noise Attenuation Program, the Agency has determined that the proposed Home Rehabilitation Program (HRP) provides many of the same benefits and could be applied in lieu of a specific program designed strictly for noise. Due to these delays, the Agency estimates it will assist 3 applicants during 2009-10. The HRP program will be made available in the Speedway Project Area, Mission Boulevard, VVEDA, and IVDA. The program will require final approval of the Board of Directors and is expected to be launched in early 2010.

During 2008-09, the Agency was able to assist 5 applicants in the Cedar Glen Housing programs. During 2009-10, the Agency anticipates that only 4 applicants will be assisted through these programs due to the current economic climate and the delay in acquiring Arrowhead Manor Water Company. Property owners wanted some assurance that a reliable water supply and system would be in place before rebuilding. Phase 1 of the water improvements is close to completion which may motivate some property owners to rebuild and therefore request grant assistance. The Cedar Glen programs were amended this year to raise the qualifying income levels, lower the loan interest rate and remove covenant requirements.

Objective D reflects the Agency's desire to increase the supply of new affordable housing in the redevelopment areas through partnership with housing developers. In July 2008, the Agency released a Request for Qualifications/Proposals (RFQ/P) to solicit proposals and qualifications for an affordable multi-family housing development in the Speedway Project Area. Two of seven proposals met the qualifications. The Agency conducted site visits and interviews with the two development teams in November 2008 and determined that due to the current economic climate neither proposal met the needs of the community and that other programs should be developed.

As a result of the foreclosure crisis, the Agency has shifted focus from many of the above projects and programs. The Agency is examining the best approach for the use of funds in each project area that may include the construction of new affordable housing units, the rehabilitation of existing homes, and/or the participation in the Neighborhood Stabilization Program (NSP) to address foreclosed and abandoned homes. Because some of the areas heavily impacted by foreclosures are adjacent to project areas, such as Adelanto¹, unincorporated portions of San Bernardino, Fontana, and Montclair², the Agency may opt to use redevelopment funds in lieu of NSP funds thereby reserving and making available

¹ A member jurisdiction of VVEDA but is a non-entitlement jurisdiction under the federal department of Housing and Urban Development (HUD) and therefore will not receive a direct allocation of NSP. However, Adelanto is a "participating jurisdiction" under the County's CDBG program and qualifies for NSP funding through the County.

² Also a participating jurisdiction under the County's CDBG program and therefore only qualifies for NSP funding through the County.

NSP funds for other communities heavily impacted. Due to the low demand of NSP funds, the Agency is anticipating assisting three applicants.

The following is a list of accomplishments from the past two fiscal years:

- Partnered with the county departments of Behavioral Health and Community Development and Housing to develop programs to address special needs populations.
- The Cedar Glen programs were amended this year to raise the qualifying income levels, lower the loan interest rate and remove covenant requirements. The goal of the revisions is provide more incentives to apply for the housing programs.

GOAL 2: ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS TO ELIMINATE AND PREVENT THE ACCELERATION OF PHYSICAL BLIGHT AND ENCOURAGE THE BETTER UTILIZATION OF REAL PROPERTY AND NEW PRIVATE ENTERPRISE INVESTMENT.

Objective A: Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures and sewerage systems.

Objective B: Ensure that capital improvement projects are carried out as planned in the work program and the budget.

Objective C: Assist in the development of public facilities and utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multiuse trails and utility improvements.

Objective D: Expand ongoing code enforcement activities.

Objective E: Continue to implement a Graffiti Abatement Program.

Status

These objectives seek to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas. Most capital projects are meeting project schedules and budgeted costs. The following describes how the objectives were met in the past fiscal year:

- Completed the following construction projects:
 - Speedway Project Area:
 - Completed the southern extension of the Etiwanda/San Sevaie Channel from Valley Boulevard to Slover Avenue, finalizing the \$1.8 million project (\$1,323,768 RDA contribution).
- Under construction:
 - Cedar Glen: residential street signage is ongoing until the full completion of the water and road Improvement.
- Continued the design and specifications for the following projects:
 - Speedway Project Area: San Bernardino Avenue improvements – road widening, landscaped median; turn pockets, lighted intersection, safety improvements to railroad crossing; design of Cherry widening from Merrill to Foothill including bridge widening; design and right of way acquisition of Interstate 10 and Cherry interchange; and West Fontana Channel.
 - Although San Bernardino Avenue improvements were scheduled for construction the past fiscal year, the Agency and County delayed improvements in order to coordinate construction activities with the City of Fontana. The city has recently completed the construction of a new sewer main along San Bernardino Avenue. In order to prevent the destruction of new street improvements and additional construction detours and delays, the county and city coordinated all construction activities thereby improving efficiencies and reducing costs and business/logistical impacts.
 - Continued sponsoring the clean up of on- and off-ramps at Interstate 10 and Cherry via Caltrans Adopt-A-Ramp program.
 - Cedar Glen:
 - Intersection improvements at SH-173 and Hook Creek Road.
 - Phase II of the Water and Road Improvements in the Cedar Glen Improvement Zone.
- Continued to implement Graffiti Abatement Program and ongoing Code Enforcement within the Speedway Project Area. Exploring expanding both programs in VVEDA and IVDA.

GOAL 3: DEVELOP BUSINESS INCENTIVE PROGRAMS TO RECONSTRUCT, UPGRADE AND EXPAND COMMERCIAL AREAS IN CONFORMANCE WITH THE GENERAL PLAN (AS AMENDED) AND COMMUNITY PLANS.

- Objective A: Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.*
- Objective B: Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.*
- Objective C: Develop and implement a Voluntary Blight Removal Program (formerly Volunteer Demolition Grant program) to remove blighting conditions on private property, particularly unsafe structures that pose public health and safety hazards.*
- Objective D: Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.*
- Objective E: Provide incentives for the development of under-utilized parcels.*
- Objective F: Provide technical assistance to facilitate and expedite the entitlement process.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3C. Number of applicants assisted in the Volunteer Blight Removal Program.	N/A	1	10	2	3

Status

The above goals and objectives were designed to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas. The two programs are still being drafted, the Volunteer Blight Removal Program and the Façade Improvement Program. Staff has determined that the Strategic Plan/Community Visioning process should be conducted prior to the release of the programs. Through the visioning process, the community will define the types of programs it believes are necessary in the project area as well as design guidelines for the project area. The Strategic Plan/Community Visioning process was finalized in December 2009.

The purpose of the Volunteer Blight Removal program is to assist in stabilizing the project area's economy by providing financial resources to improve and enhance the appearance of properties located in the Speedway Project Area. The results of the pilot project initiated in September 2008 were successful and assisted the Agency in determining the length and scope of the process. As a result of the length and scope of the process, the Agency anticipates assisting two applicants this year and three applicants in the upcoming year.

The Agency has assisted a number of businesses with technical and/or financial assistance. Due to the length of time it takes to assist businesses (the entitlement process alone can take between 9-18 months), many of the businesses listed below have been noted in previous Business Plans; these businesses will more than likely be mentioned in future Business Plans as projects progress through design and specifications, site clearance/demolition, and construction of improvements.

The following is a list of additional accomplishments related to the goals and objectives.

- Continued marketing of redevelopment project areas at conventions and trade shows such as those of the International Council of Shopping Centers, High Desert Opportunity and The Auto Club Speedway.
- Provided technical and/or financial assistance to businesses seeking to locate, relocate and expand in our redevelopment project areas.
 - Inland Kenworth, a logistics company, assisted with egress and ingress planning for existing site and median improvements along San Bernardino Avenue.
 - Burrtec, a waste management company, assisted with relocating existing truck repair facility.
 - Auto Club Speedway's Opportunity modified freeway-oriented sign and other on site proposed improvements.
 - Vista Metals, an aluminum manufacturer, proposed expansion of existing facility along Whittram and Ilex.
 - California Steel Industries Inc., removal of obsolete smokestacks and assisting with pre-development planning for north 40 acres of the existing site.

- Advanced Steel Recovery, a scrap metal recycler, assisted in the planning of on-site improvements to improve aesthetics and dust control from current operations.

GOAL 4: TO EFFECTUATE THE COMPREHENSIVE PLANNING, REDESIGN, REPLANNING, RECONSTRUCTION, AND/OR REHABILITATION OF PROJECT AREAS IN SUCH A MANNER AS TO FACILITATE A HIGHER AND BETTER UTILIZATION OF LAND USES IN ACCORDANCE WITH THE GENERAL PLAN.

Objective A: Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a county-initiated Specific Plan, Community Plan or Master Plan for redevelopment project areas.

Objective B: Buffer residential neighborhoods from the intrusion of incompatible land uses.

Objective C: Actively engage in community outreach.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
4B. Total number of properties acquired as part of the Rosemary/Iris Voluntary Sales program to alleviate incompatible land use.	29	44	40	49	53

Status

The above objectives were designed to comprehensively and strategically plan activities in the redevelopment project areas. The creation of a Strategic Plan for each project area aims to provide clear direction, target locales and specify benchmarks for facilitating the objectives in the plan.

Measurement 4B includes the total number of properties acquired through the Voluntary Sales Program in the Speedway Project Area. This program was created in 2005 when residents requested that the Agency buy their properties as they were completely surrounded by industrial related uses and logistics operations. The target, estimated and actual figures noted above indicate all properties acquired thus far. In total there are 64 properties. To date, the Agency has purchased 47 properties. The target for 2010-11 is not expected to have a large increase as residential property values have declined dramatically throughout the County and the Speedway Project Area is no different. Values in some cases have reduced by 50 percent or more. Many property owners are "upside down" where they owe more on their home than what it is worth. The Agency will continue to work with property owners and potentially modify the program in the upcoming fiscal year.

Projects accomplished in the past two fiscal years include the following.

- Continued progress on the Community Visioning/Strategic Plan process for the Speedway Project Area. The intent of this process is to elicit a community vision for the project area and a strategic economic plan for future activities. This project was finalized in December 2009.
- Purchased 7.5 acres in the Speedway area on the northeast corner of Randall and Cherry Avenues across from the Auto Club Speedway. The Intent is to consolidate adjacent Agency-owned properties and eventually release a Request for Proposals to solicit proposals for a quality industrial or commercial development.
- Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 15 properties along Rosemary and Iris Drives within the next fiscal year for a total of 44 properties.
- Finalized the Five Year Implementation Plans for VVEDA and Mission Boulevard. The report, which is required by California Community Redevelopment Law and provides an update on projects and their priorities for the area.
- Initiated the Five Year Implementation Plan for Cedar Glen; approved by the Board of Directors in December 2009.
- Completed the conceptual design of business district improvements in Cedar Glen; engineering, specifications, and right-of-way acquisition are underway to initiate the construction phase.
- Developed a property disposition plan for Agency-owned property in Cedar Glen. The intent is to sell properties to neighboring property owners to increase the size of lots for improved defensible space; the program will be submitted to the Board of Directors in early 2010 for consideration of approval.
- Entered into a Memorandum of Understanding with Special Districts to expend the funds secured in the planning and construction of water and road improvements in Cedar Glen area.

- A RFP currently being developed to implement needed housing programs within the target housing sites identified in the surveys of each project area.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The Agency is not requesting any additional general fund financing for 2010-11.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The Agency is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Kathy Thomas, Director, at (909) 387-9804.

